

Lessons Learned

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Lessons Learned

- June 3, 1998 - Deputy Secretary Moler letter forwarding Report Addressing Feedback and Improvement Processes (in response to DNFSB March 20, 1998 letter):
 - “As identified by the Deputy Secretary at the field managers meeting in April 1998, the DSC, with the support of the SMIT, will develop guidance on improving lessons learned programs for the complex. This guidance will build on the existing foundation of ongoing lessons learned efforts and focus on improved effectiveness. EH will revise the ISM Guide by January 1999 to incorporate this additional lessons learned guidance as well as the the additional guidance developed on feedback and improvement associated with DOE Policy 450.5 implementation.”



Background

- LL working team tasked by Deputy Secretary and Field Managers
- Response to Field Managers and DNFSB
- Diverse, experienced team from Field and HQ
- Interviewed DOE Field Managers
- Reviews with input from DSC and SELLS
- Three meetings with HQ/DOE Field/Contractors
- Team site visits to ORNL, Pantex, Hanford



The issues. . .

Issues with old system

- **Deficiency rather than LL oriented**
- **Relevance not evident; analyses not valued** (context missing; “owner” removed)
- **LL mandates not integrated or tailored**
- **Perceived emphasis on reporting volume, not on information utility**
- **Delivery of LL not effective** (e.g., sufficiency of “required reading”)

Needs not addressed

- **Best management practices (positive lessons) not captured**
- **Non-ES&H LL needed**
- **Need to support all levels of work**
- **Incentives needed to promote sharing**
- **Need for clear expectations--input/use**
- **Additional opportunities for sharing not effectively addressed**

Focus on
“improved quality of decision making”



The team developed a specification based on what we learned

"Lessons Learned should improve the quality of decision making"

Content

- Exclusively lessons learned: positive/negative ES&H/non-ES&H; context information

Input

- Defined expectations supported by local determinations
- Direct input by lessons learned "Owner" encouraged

Access

- Available to all DOE/contractor personnel

Use

- Required actions & local determinations supported
- Simple, customizable search mechanisms

Administration

- Unintrusive, low cost infrastructure

Ownership

- Clearly assigned program ownership within DOE-HQ
- Local ownership tied to ISM commitments



Conclusions

- Good LL systems exist in the field
- Need more management involvement and support
- Need a mechanism for sharing LL across sites, across the complex
- Need to reflect the Department's expectations for LL in policy and guidance



LL Project Team

- Translate specification into guidance and standard
 - FRAM
 - LL Standard
- Provide a vehicle for sharing around the complex (electronic system)



The FRAM on Lessons Learned

MANUAL OF SAFETY MANAGEMENT FUNCTIONS, RESPONSIBILITIES, AND AUTHORITIES:

9.6.1 Generation, Collection, and Dissemination of Information

9.6.1.1 Lessons Learned Program

CSO Responsibilities:

- Implement a lessons-learned program and remain cognizant of information likely to be useful in improving the performance of the programs under the office's direction.
- Collect information for use in this program from performance of assessments of contractor and field element operations.

FEM Responsibilities:

- Direct contractors to develop a lessons-learned program and monitor its implementation.



Actions

- Translate specification into guidance and standard
 - FRAM - contains fully adequate language
 - LL Standard - issued December 22, 1999
- Provide a vehicle for sharing around the complex
 - electronic system - complete January 7, 2000



New Lessons Learned Standard

NOT MEASUREMENT
SENSITIVE

DOE-STD-7501-99
December 1999

Superseding
DOE-STD-7501-95
Including
Change Notice No. 1
September 1997

DOE STANDARD

THE DOE CORPORATE LESSONS
LEARNED PROGRAM

U.S. Department of Energy
Washington, D.C. 20585

AREA MGMT

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LL Standard Contents

- **OVERVIEW**
 - Introduction
 - Background
 - Scope
- **DEFINITIONS**
- **PROGRAM DESCRIPTION**
 - Overview
- **Program Elements**
 - Integration
 - Effectiveness
- **INFRASTRUCTURE ELEMENTS**
 - Overview
 - Resources
 - Roles and Responsibilities
 - Training and Qualification
 - Procedures and Documentation
- **LESSONS LEARNED DEVELOPMENT AND DISSEMINATION**
 - Identify and Review Sources of Potential Lessons Learned Information
 - Prepare Lesson Learned Document
 - Dissemination of Lessons Learned Information
- **UTILIZATION OF LESSONS LEARNED INFORMATION**
 - Use of Lessons Learned Information
 - Ensure Program Effectiveness
 - Archive Lessons Learned Information
 - Feed Back
- **APPENDIX A: LESSONS LEARNED TEMPLATE**
- **APPENDIX B: DOE CORPORATE LESSONS LEARNED SYSTEM DIAGRAM**
- **APPENDIX C: LESSONS LEARNED PROGRAM ASSESSMENT GUIDE**



LL Standard Changes

- New Standard describes a Corporate system vice how to start a site system. It assumes sites have or are developing programs
- DOE Headquarters Office (EH) assigned program responsibility
- SELLS accepted as expert advisor and resource



LL Standard Changes

- New Standard assumes corporate database, Internet, and electronic communications
- Lessons Learned integrated with ISM
- Cites new Procurement and FRAM directives that call for Lessons Learned
- Clarifies roles and responsibilities



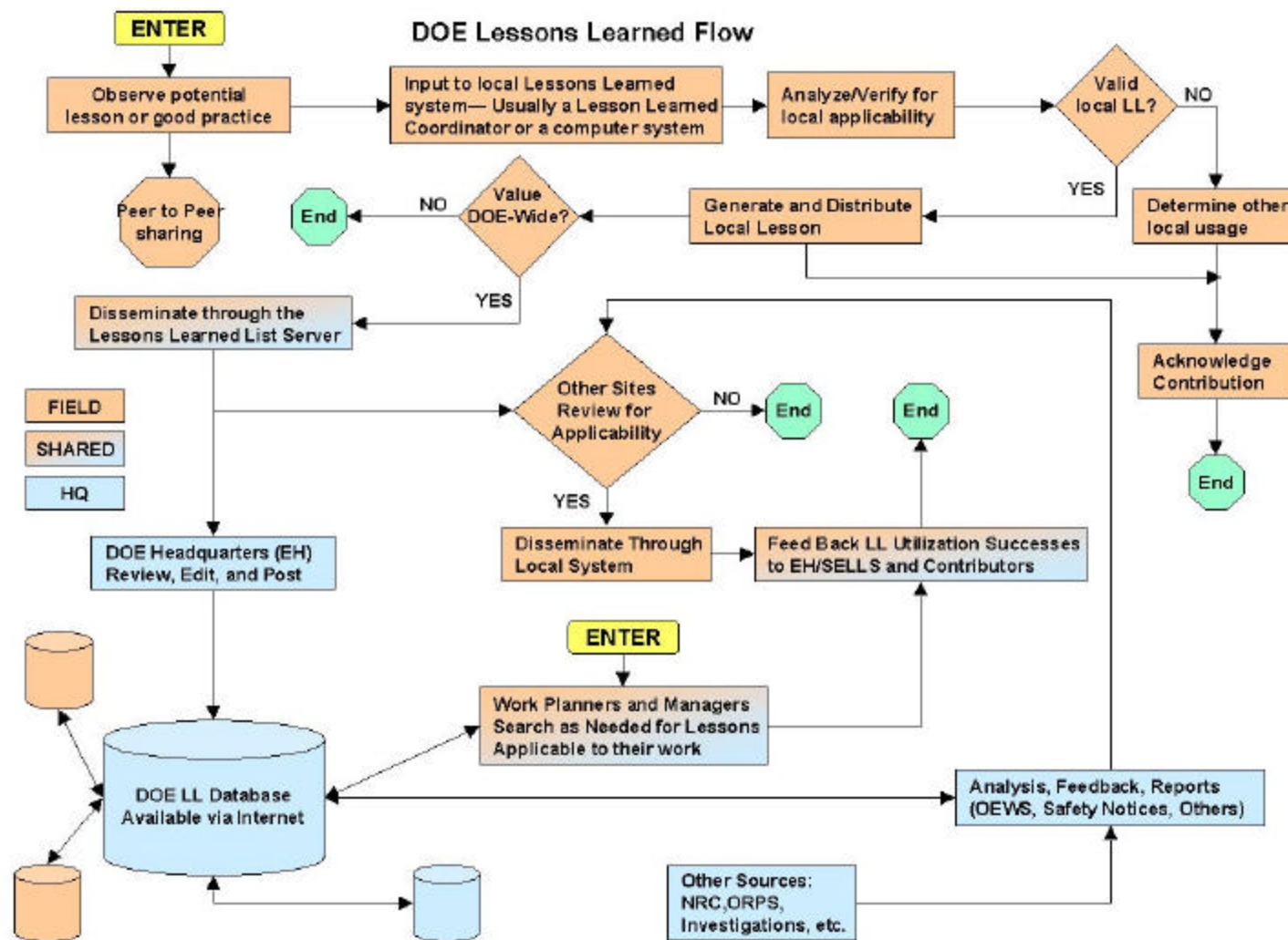
LL Standard Changes

- Line Management Involvement
 - DOE Organizations must assign someone responsibility for lessons learned program
 - Performance measurement and program assessment. Assessment guide now included in the Standard



Infrastructure Changes

- Lessons Learned data elements revised
 - New bin for Hazard
 - New Work Activity/Function bin replaces DOE Functional Category
 - Searchable database available on line
 - Classification review required only where sites work with classified material



June 24, 1999



Next Steps

- Adopt and Deploy the New Standard
- Local management take ownership of lessons learned programs
 - Commitment
 - Involvement
- Develop local Performance Measures
- Self Assessments



More Next Steps

- Get more site LL collections available on the open Internet and Link to them from the Corporate page
- Set up a subscription-by-topic service so users can get lessons on topics they specify without all others.
- Tie the emergency management community into the LL system
- Tie DOE managers into the LL system- get them to write and read lessons on management.
- Review all ISM Validation Package LL sections for LL to enter in database